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**ANALYSIS OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE IN
RST COMPANY**

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Abstract-Culture and leadership is one of the important elements in company life, because it can make a significant contribution to the success or failure of an organization. In every company process there is a system that is not visible, but its existence makes the company different from others. The system is the organizational culture that is a characteristic that describes the characteristics of the company, because the organizational culture has a very important meaning that is used as a tool to achieve its goals. Thus with has organizational culture of high quality it will company sustain and compete with the other new companies. This final project is to analyze the organizational culture and leadership style in RST Company. The model used to assess the organizational culture is the Organizational Culture Assessment Instrument (OCAI) by Cameron & Quinn. This model has four cultural types (clan, adhocracy, market, and hierarchy) and of the four cultural has 6 dimensions (dominant characteristic, organizational leadership, management of employee, organizational glue, strategic emphases, and criteria for success). While leadership style using transformational and transactional model and counted with frequency analysis. In collecting the data, the sample used is 33 people by distributing questionnaires. The results of this research is the dominant culture in RST Company are clan, market, and adhocracy culture that emphasizes family clan to be applied in the organization, and leadership style emphasizes transformational that prioritized .

Keyword: Organizational culture, leadership style, Organizational Culture Assessment Instrument (OCAI)

Introduction

Currently, Moslem fashion business is developed rapidly in Indonesia, which has been received the clothing covering in society. Then the numbers of players increased, starting of company class with well-known labels, the designer level, to SMEs play in Tanah Abang market (www.investor.co.id, 2013). Nowadays, business competition is getting stringent in order to the efficiency in all sectors, especially in the Moslem fashion business is worn everything from head to toe and is intended as a cover for the nakedness of people Moslem. The majority of Indonesian population is Moslem, so the Moslem fashion industry has an advantage, indirectly its creates very large market share (www.kompasiana.com, 2012). Because of that, the competition of Moslem fashion is more compete because more opportunity that has advantage of Moslem fashion business.

To the face competition especially in Moslem clothing industry, company must become more sensitive to markets demand, organizational culture, and also leadership style within the company to support it. Organizational culture has important role in company because it can be used as main competitive in the organization and can answer the challenges and changes. The organizational culture also functions as a binder in the process equates perception or direction of view of a member toward a problem, so it will be a force in the achievement of organizational goals (Susanto, 1997).

Based on (Robbins, 2003) a strong cultures have greater impact and influence on the employee behavior because the high degree of shared and intensity creates an internal climate of high behavioral control. The role of culture in influencing employee behavior appears to be increasingly important in

workplace today. Culture enhances organizational commitment and increase the consistency of employee behavior. In every company has different organizational culture and leadership style which is applied by top management. This research has objective to find dominant organizational culture in RST Company currently and to find the leadership style that is applied.

Literature Review

Definition of Culture

In the everyday life of people is inseparable from cultural. Cultural created by the society concerned, both within the family, organization, business or nation. Culture distinguishes one society with another society in how to interact complete a job. Culture binds members of society group into one unified view of creating uniformity behave or act. As time went on, the culture must have been formed in the organization and can feel the benefits in contributing to overall organizational effectiveness. (Hofstede, 1994) defines culture as "the collective programming of the human mind that distinguishes the members of one human group from those of another." Culture is an enduring, slow to change, core characteristic of organizations; climate, because it is based on attitudes, can change quickly and dramatically. Culture refers to implicit, often indiscernible aspects of organizations; climate refers to more overt, observable attributes of organizations. Culture includes core values and consensual interpretations about how things are, climate includes individualistic perspectives that are modified frequently as situations change and new information is encountered.

Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1992:12). The Competing Values Framework has proven to be a helpful framework for assessing and profiling the dominant cultures of organizations because it helps individuals identify the underlying cultural dynamics that exist in their organizations. It helps to raise consciousness of cultural attributes. This framework was developed in the early 1980s as a result of studies of organizational effectiveness (Quinn & Rohrbaugh, 1981), followed by studies of culture, leadership, structure, and information processing (Cameron, 1986; Cameron & Quinn, 1999).

Based on Cameron (no date) in hand book of organizational development explain that the framework consists of two dimensions, one that differentiates a focus on flexibility, discretion, and dynamism from a focus on stability, order, and control. The second dimension differentiates a focus on an internal orientation, integration, and unity from a focus on an external orientation, differentiation, and rivalry. That is some organizations are effective because they have harmonious internal characteristics, whereas others are effective because they focus on interacting or competing with others outside their boundaries. This dimension ranges from organizational cohesion and consonance on the one end to organizational separation and independence on the other. Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators. These dimensions have been found to represent what people value about an organization's performance and what they define as good, right, and appropriate. However, these dimensions have also been found to accurately describe how people process information, what fundamental human needs exist, and which core values are used for forming judgments and taking action (Beyer & Cameron, 1997; Cameron & Ettington, 1988; Lawrence & Nohria, 2002; Mitroff, 1983; Wilber, 2000). Hence, they describe some of the fundamental underlying dimensions that comprise organizational culture (Cameron & Quinn, 1999).

Organizations tend to develop a dominant orientation and value set—or organizational culture—over time as they adapt and respond to challenges and changes in the environment (Schein, 1996; Sathe,

1985). Just as individuals who face threat, uncertainty, and ambiguity reassert their own habituated behavior with redoubled force (Staw, Sandelands, & Dutton, 1981; Weick, 1993), institutions also tend to respond to challenges by amplifying their core cultural values. As competition, change, and pressure intensify, organizational culture becomes more solidified and is given more prominence and emphasis (Cameron, 2003).

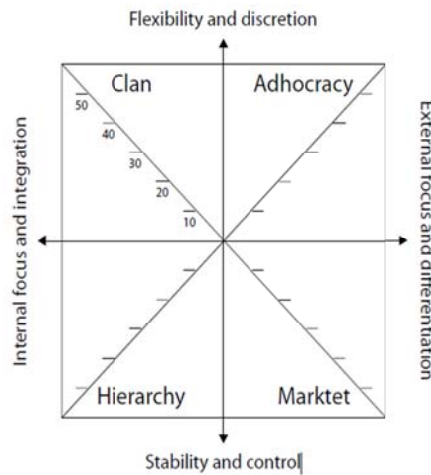


Figure 1. Graph of OCAI
Source: www.OCAI-online.com

To the left side of the graph indicate the organization is internal focused (what is important for us, how do we want to work) and the right side shows the organization externally focused (what is important for the outside world, the clients, the market). The top of the graph, describe the organization desires flexibility and discretion, while at the bottom, indicate the organization wants the opposite values: stability and control.

The four cultures type based on (Cameron & Quinn, 1999)

Clan culture is categorized as a very pleasant place to work, where people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization is a places of a premium on teamwork, participation, and consensus. Adhocracy culture can be categorized as follow a dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom.

Market culture is defined as a result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and

penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

Hierarchy culture can be described as very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

Leadership is the process of influencing others and the process of facilitating individual and collective efforts to accomplish shared objectives. Leadership can provide a significant contribution toward success or failure of an organization. A leader can influence the behavior of its members and uses way or different approach (Benjamin and Flynn, 2006).

Leadership divided based on two forces dominate (Benjamin and Flynn, 2006), namely:

- Transactional leadership is a leadership style that is reciprocal between the leader and member, where the leader determines the objectives to be achieved first. Then the leader monitoring the organization member work and provides rewards for them who succeed in achieve well.
- Transformational leadership is a leadership style that aims to establish a successful mindset to be achieved as expected by the organization. Transformational leader who give inspire to all members of the organization continuously, in order to view things optimistically, using the ideal vision and socialize organization's vision continuously.

Characteristic of transactional leadership

- Determine the goals to be achieved
- Monitor work
- Provide rewards for those who succeed in achieve well

Four element of transactional leadership

1. Contingent promises: Talks about special commendations and promotions for good work.
2. Contingent reward: Personally pays me a compliment when I do good work
3. Active management-by-exception: Would reprimand me if my work were below standard
4. Passive management-by-exception: Shows he/she is a firm believer in 'if it ain't broke, don't fix it.

Characteristic of transformational leadership

- Give inspiration and sharing idea
- See all of things are optimist
- Use ideal vision and give challenge
- Doing socialization of organization vision continuously

Four element of transformational leadership

1. Charisma: I am ready to trust him/her to overcome any obstacle
2. Individualized consideration: Gives personal attention to me when necessary
3. Intellectual stimulation: Shows me how to think about problems in new ways
4. Inspirational leadership: Provides vision of what lies ahead

Organizational Culture and Leadership Style.

Based on (Bass, 1995) in Sudarmadi thesis 2007 explain that transactional leader works within their organizational culture and nurturing roles, procedures, and consistent norm. Purely transactional culture focuses on all things in relation to explicit and implicit contractual relationship. All work assignments are explicitly indicated by the condition of the employee, the codes regularly and benefit structure. Commitment and the organization ability to provide reward member is the same. Transformational leader often change their organizational culture with a new vision and revision of

assumptions, values and norms. In a transformational culture in general there is a collective purpose and a feeling of kinship. Sense of strong responsibility personnel to help new members assimilate in the culture. Assumption, norm, and value do not preclude individual to pursue their own goal and reward. Leader and follower share a collective importance and felt in the same boat and interdependent (Bass and Avolio, 1993 and 1994). Based on (Brewer, 1993) in Sudarmadi thesis, 2007 explain than the bureaucratic work environment often appear in negative commitment, otherwise supportive work environment appear commitment in greater involvement. Innovation level and risk-taking may be very limited in the transactional leader, while transformational leader can build high innovation and organizational culture satisfactory (Bass and Avolio, 1993).

Methodology

This research using quantitative method that is questionnaire. The questionnaire is used is Organizational Culture Assessment Instrument (OCAI) and leadership style. This questionnaire is instrument to assess organizational culture and the reason use it because it is very useful in reflecting the direction of the company is classified based on its culture to support the mission and goal. The characteristic of each organizational culture based on OCAI are:

- Type A style indicates a Clan culture
- Type B style indicates a Adhocracy culture
- Type C style indicates a Market culture
- Type D style indicates a interpret Hierarchy culture

Table 1. Characteristic of Culture Type

No	Category	Style
1	Dominant organizational characteristics	A: Personal, like a family
		B: Entrepreneurial, risk taking
		C: Competitive, achievement oriented
		D: Controlled, structured
2	Organizational leadership	A: Mentoring, facilitating, nurturing
		B: Entrepreneurial, innovative, risk taking
		C: No-nonsense, aggressive, result oriented
		D: Coordinating, organizing, efficiency oriented
3	Management of employees	A: Teamwork, consensus, and participation
		B: Individual risk taking, innovation, freedom, and uniqueness
		C: Competitiveness and achievement
		D: Security, conformity, predictability
4	Organizational glue	A: Loyalty and mutual trust
		B: Commitment to innovation, development
		C: Emphasis on achievement and goal accomplishment
		D: Format rules and policies
5	Strategic Emphasis	A: Human development, high trust, openness
		B: Acquisition of source creating new challenges
		C: Competitive actions and winning
		D: Permanence and stability
6	Criteria for success	A: Development of human resource, teamwork, concern for people
		B: Unique and new products and services
		C: Winning in the marketplace, outpacing the competition
		D: Dependable, efficient, low cost

Source: Cameron & Quinn 1999

Table 2. Characteristic of Leadership Style

Component	Characteristic
Transformational	
Charisma	Giving vision and mission
	Make a pride
	Get the trust and respect of employee
Inspirational	Able to communicate high expectations
	Using symbol to focus the work
	Expresses important purposes in simply
Intellectual Simulation	Respect the intelligence
	Developing rationality
	Solving problem carefully
Individual	Giving personal attention
	Treat the employee individually
	Giving guidance and advice
Transactional	
Contingent Rewards	Exchange reward for the effort
	Promises reward for good performance
	Appreciate the achievement
Management by Exception	Examine the rule and standard deviations actively
	Perform corrective actions
	Take action if standards are not achieved

Source: Benjamin & Flynn 2006

The sampling method is used in this research is simple random sampling. Simple random sampling is a sampling procedure that assures each element in the population of an equal chance of being included in the sample. It is the basic technique sampling to select object from a large group (population). The population is a collection or aggregation of elements or individuals that are the source of information in a research (Bonar M. Sinaga, 1994). The population of this research is all member in RST Company .

Sample is part of elements or individuals who are in the population. In this research the population is all employees of RST Company. The sample size that used based on the theory Slovin formula:

$$n = \frac{N}{1+ne^2}$$

n: number of sample

N: number of population

e: limitation of tolerance error

In this research the limitation of tolerance error is 0.1.

The number population of RST Company is 51 people, so the sample size is

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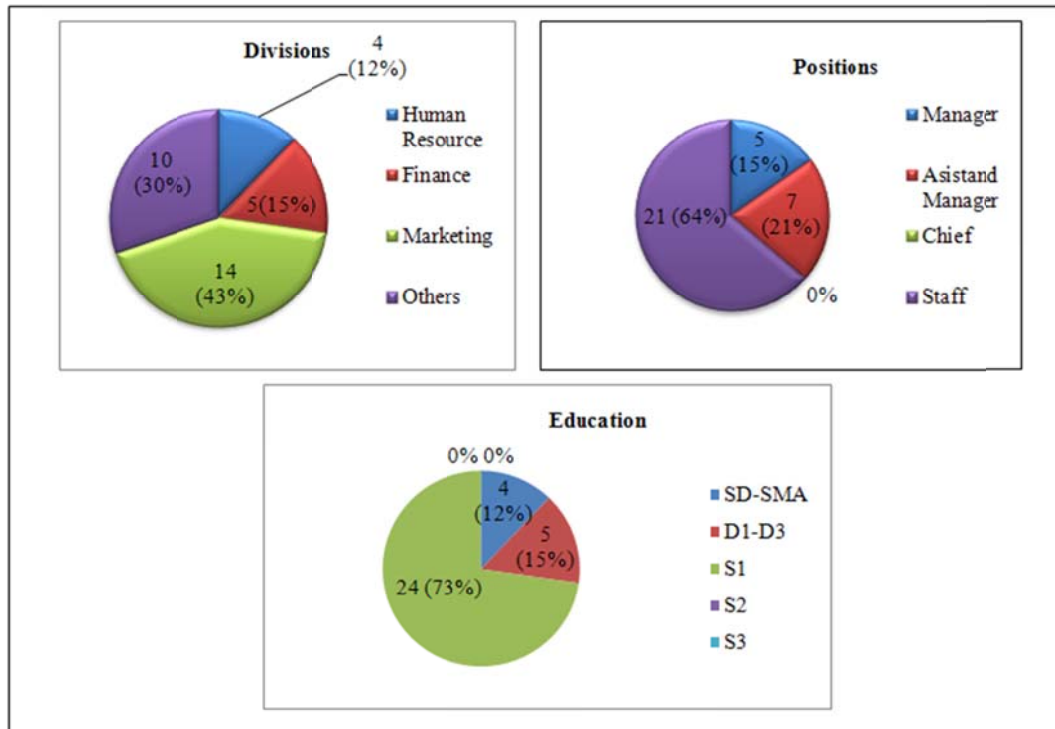


Figure 1. Respondent Profile

From respondent profile above, can be concluded that mostly respondent in general is staff with mostly of marketing division and the education level is S1. Its mean that company fashion is always up to date with new style and strategic for sale the products.

Result of RST Company dominant culture currently

In dominant culture, the categorize based on the highest score of culture type, consist of clan, market, hierarchy, and adhocracy culture. Figure 2 is the result of calculation culture type dominant.

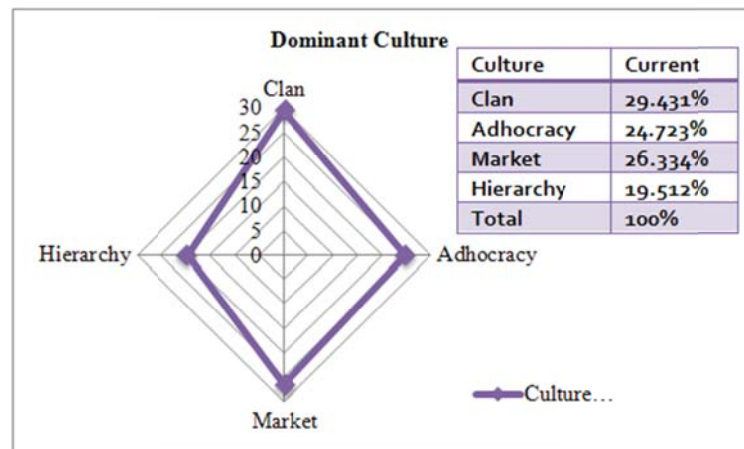


Figure 2. Dominant Culture

Based on data above, clan culture has higher score than others, that is (29.431%) which has characteristic as follow personal like a family, mentoring, facilitating, nurturing, teamwork, consensus, participation, loyalty, mutual trust, human development, high trust, openness, and concern for people. Second is market culture which has score (246.334%), and it has characteristic as entrepreneurial, risk taking, innovative, freedom, innovation, and uniqueness. Third is adhocracy culture which has score (24.723%) and has characteristic as competitive, achievement oriented, nonsense aggressive, result oriented, goal accomplishment, winning in the market place, and outpacing the competition. Fourth is hierarchy culture which has score (19.512%) and has characteristic as follows controlled, structured, coordinating, organizing, efficiency oriented, security, conformity, predictability, format rules and policies, permanence, stability, dependable, efficient, and low cost.

Based on explanation above, so dominant culture in RST Company is clan, market, and adhocracy culture and according to graph of OCAI that RST is Company internally focus (what important for RST and how do it want to work). This can be seen of RST corporate culture on statement employee focus that RST very caring and prioritizes its employee. On of its mentoring each week for them with the objective to create belief, spiritual, and physically strongly then to increase the value of their competence which continuously. While for market and adhocracy is externally focus and differentiation with other company (what important for the outside world, the clients, and the market). Environmental change is always a dynamic, because as much influenced by various factors such as technology change, lifestyle, and so on. So it can influence the company to adapt globalization, in this case is RST Company. When related with environmental changes, the organizational culture should be applied is the market, and adhocracy culture. Nowadays, company Moslem fashion is more who appeared became rivals for RST Company. Because of that, RST must be sensitive to the desires of the market and its competitors in order to continue and become sustain company. One of competitor for example is Zoya. Zoya is one of company Moslem fashion which almost same focus with RST Company on sell veil and Moslem clothes. Below is marketing mix comparison of RST and Zoya

Table 3. Marketing Mix Comparison

Marketing Mix	RST	Zoya
Product	Veil, pashmina, clothes, accessories	Veil, jeans, cosmetic, music, Zoya home
Price	Middle class with the price start of around 50.000-120.000	Middle class with the price start of around 50.000-190.000
Place	Outlet, Ruko	Ruko, Mall
Promotion	Event, online shop, umrah point	Online shop, event, community

Source: Website

Based on marketing mix, there is similarity of it, such as on product, price, and promotion. To increase competitiveness, RST Company can try to open the outlet in mall as Zoya, Then the promotion can be increased with the brand awareness for customers. One of its collect umroh point that has done by RST Company, and can try to give recognition for customer who has bought RST products more and not only discount.

Therefore, the current dominant culture in RST (clan, market, and adhocracy) is suit, because as a Moslem fashion company must be competitive and win the market. They are very good because RST Company became has two of organization's culture both internally and externally. So, it can be competitiveness for RST in market competition in the world. Then the dominant culture is fit with corporate and core value that create by RST Company, its mean that what is desired by top management RST Company has been delivered to its employee, because it is suit with the perceived perception of employees. Then the result of six dimension of OCAI describe that clan culture is most dominant culture because five of six dimensions occupy the greatest score and its first rank. The five

dimensions are dominant characteristic, organizational leadership, organizational glue, strategic emphases, and criteria for success. While in management of employee dimension, the highest score is market culture.

Result of Leadership Style

Leadership style is a style of leader that categorize become 2 style as follow transformational and transactional leadership style.

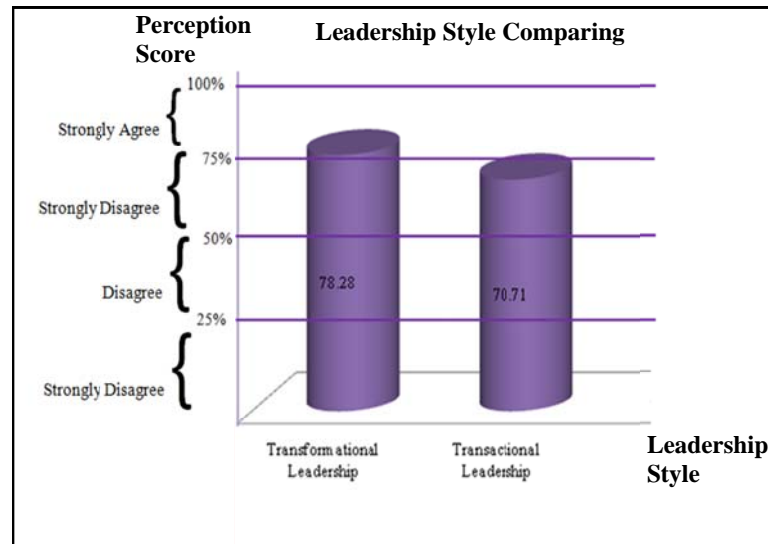


Figure 3. Leadership Style Comparing

Based on result of figure 3, the transformational leadership there is fourth position based on interval table (74.99% - 100%). Then transactional leadership has score 70.71%, there is third position based on score interval of range (50%-74.99%). Its mean that employee of RST strongly agree the leader has transformational leadership than transactional only agree result. The transformational leadership style is suit in RST, because it is connected with clan, market, and adhocracy culture as organizational culture that has applied by its management. For example the implementation of transformational leadership style is making optimistic employees by way of delivering target and current condition that happen. All of manager explain about the tasks to their staff by way of illustration and explanation directly in order to easily understand by them. Then the employees that work well, they will get a reward as promoted or free for go to umrah (Asrul, HCD staff)

Therefore, with the development of economic globalization that is more real, so in various conditions of the world market increasingly characterized by hyper competition, particularly in Moslem fashion competition, with the emergence of a new brand. Every competitive advantage of companies involved in the global game becomes transitory. Thus, the company as a global player in must continue to transform all aspects of the internal management of the company to keep it relevant to the new competition condition. Transformational leader is regarded as a model leader who is able to precisely and continuously improving efficiency, productivity, and innovation to improve competitiveness in a more competitive world. This is because the practice transformational leadership style is able to bring changes such as the expansion of more fundamental values, goal, and needs of employee and those changes have an impact on employee, because a higher fulfillment of need makes employee enhance work motivation in achieving a more optimal and make it work harder to do better.

From the three dominant cultures, found a correlation between each characteristic, except in the market culture. The core of clan and adhocracy culture is emphasized in the atmosphere like a big family that priority of human development in the success criteria, and also give priority to innovation and risk-taking individual in product development and problem solving. While the core of transformational leadership style is developing its employees by way of personal attention, looking at concrete problems with a new perspective, foster confidence in the ability to complete the task as well to achieve group goals, and motivate the employee.

Based on characteristics of each clan, market, and adhocracy culture and transformational leadership style, ascertainable that it has correlation because has significant similarity of it. The similarity of each characteristics as follow first is (mentoring, facilitating, and nurturing) of clan culture with (giving vision, mission, personal attention, guidance, and advice) of transformational leadership style. This characteristics have main similarity that RST management wants to nearer with employee as a big family. Second is (loyalty, mutual trust, human development, high trust, openness) of clan culture with (get the trust and respect of employee) of transformational leadership. Third is (development of human resource, teamwork, and concern for people) with make a pride of transformational leadership style. Fourth is (teamwork, consensus, and participation) with (develop rationality and respect the intelligence). The last is (entrepreneurial, risk taking, and innovative) of adhocracy culture with (treat of the employee individually) of transformational leadership. Basically the similarity of characteristic more is dominated by clan culture, because has main same perspective on employees considered as asset and to develop them. So from leadership style can influence toward organizational culture, because based on Bass (1998) in Yuliana (2010) research explain that according to Bass research found that concept of culture is influenced by transformational and transactional leadership style. Strong organizational culture, active, dynamic and have a significant impact on the success of the organization and be able to drive business growth continuously and sustainability.

Conclusion

1. Dominant culture in RST is clan, market, and adhocracy culture, because they have highest score than hierarchy. Then clan culture getting first rank in five of six categories based on each culture. Based on explanation before on chapter IV, that clan, market, and adhocracy culture is fit with RST corporate culture as fashion Moslem company. It's mean very good because has strength both internally and externally.
2. The type of RST leadership style which is applied by RST top management is transformational leadership style, because it is the highest score based on data respondent and the position is in fourth rank with range 75%-100%. Its mean the respondent strongly agree and feel that top management has transformational leadership style. Then it is fit with RST because to support corporate culture and dominant culture, so it has positive correlation between dominant organizational culture and leadership style in RST.

Recommendation

RST Company put mixed of clan, market, and adhocracy culture, because based on questionnaire result is dominant. So, clan, market, and adhocracy culture is suit in RST Company, because to support core value and corporate culture of it. Then, the top management should rising market and adhocracy culture in corporate to be balanced with clan culture, because externally focus is important too. In addition to support growth of company in Moslem fashion world in order to has uniqueness and new services and product too. Then also to compete with other company fashion.

One of the way for market culture can be done with bargaining power of supplier based on competitive advantage by Porter. Suppliers can affect an industry through their ability to raise prices or reduce the quality of purchased goods and services. The power of supplier factors applies:

- The supplier industry is dominated by a few companies, but it sells to many.
- Its product or service is unique and/or it has built up switching processing.
- Substitutes are not readily available.
- Suppliers are able to integrate forward and compete directly with their present customers.

Then one of way for adhocracy culture can be done with facilitate the consumer to give their idea on the desire design and there is feedback of existing design to be developed. Therefore RST Company can modify its product based on consumer demand.

1. RST management should increase transformational leadership style the results of questionnaire strongly agree and transactional too because the differentiation is very low. Its mean that positive perception of employee toward RST management and to be comfort between top management and employee, then can influence toward to rising performance of the company. Therefore, transformational and transactional leadership style has correlation with organizational culture.

The one of way to increase transformational leadership style can be done with RST management develop new way to motivate employee and explain the company goal with simple way. To know it can be done with interview, spread questionnaire, and asking feedback of employee about their desire to increase their motivation.

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